

Overview and Scrutiny



Overview and Scrutiny Committee Agenda

Tuesday, 8 March 2022
7.00 pm, Council Chamber
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Charlotte Dale (020 8314 8286)

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

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Overview and Scrutiny Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 8 March 2022.

Kim Wright, Chief Executive
Monday, 28 February 2022

Councillor Paul Maslin (Chair)

Councillor Octavia Holland (Vice-Chair)

Councillor Obajimi Adefiranye

Councillor Tauseef Anwar

Councillor Peter Bernards

Councillor Bill Brown

Councillor Juliet Campbell

Councillor Suzannah Clarke

Councillor Liam Curran

Councillor Sophie Davis

Councillor Colin Elliott

Councillor Aisling Gallagher

Councillor Leo Gibbons

Councillor Alan Hall

Councillor Carl Handley

Councillor Coral Howard

Councillor Mark Ingleby

Councillor Liz Johnston-Franklin

Councillor Caroline Kalu

Councillor Silvana Kelleher
Councillor Louise Krupski
Councillor Samantha Latouche
Councillor Jack Lavery
Councillor Jim Mallory
Councillor Joan Millbank
Councillor Hilary Moore
Councillor Pauline Morrison
Councillor John Muldoon
Councillor Olurotimi Ogunbadewa
Councillor Rachel Onikosi
Councillor Lionel Openshaw
Councillor Jacq Paschoud
Councillor John Paschoud
Councillor Stephen Penfold
Councillor James Rathbone
Councillor Joani Reid
Councillor James Royston
Councillor Sakina Sheikh
Councillor Jonathan Slater
Councillor Alan Smith
Councillor Luke Sorba
Councillor Eva Stamirowski
Councillor James-J Walsh
Councillor Susan Wise

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 30 November 2021 at 7.00 pm

IN ATTENDANCE: Councillors Paul Maslin (Chair), Obajimi Adefiranye, Tauseef Anwar, Mark Ingleby, Silvana Kelleher, Joan Millbank, Hilary Moore, John Muldoon, Stephen Penfold, James Royston, Luke Sorba, Eva Stamirowski and James-J Walsh

ALSO JOINING THE MEETING VIRTUALLY: Councillors Octavia Holland (Vice-Chair), Peter Bernards, Bill Brown, Juliet Campbell, Suzannah Clarke, Liam Curran, Sophie Davis, Colin Elliott, Alan Hall, Carl Handley, Coral Howard, Liz Johnston-Franklin, Louise Krupski, Samantha Latouche, Jack Lavery, Rachel Onikosi, Jacq Paschoud, John Paschoud, Joani Reid, Sakina Sheikh and Alan Smith.

APOLOGIES: Councillors Aisling Gallagher, Jim Mallory, Pauline Morrison, James Rathbone and Susan Wise

ALSO PRESENT: Christopher Hammond (UK100), Councillor Patrick Codd (Cabinet Member for Environment & Transport), Salena Mulhere (Assistant Chief Executive), Councillor Kevin Bonavia (Cabinet Member for Democracy, Refugees & Accountability), Charlotte Dale (Head of Overview and Scrutiny), Jennifer Daothong (Executive Director for Housing, Regeneration and Public Realm), Murray James (Director of IT and Digital Services), Martin O'Brien (Climate Resilience Manager) and Atika Mohammed (Head of Insight, Transformation & OD)

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken, or to satisfy the requirements of s85 Local Government Act 1972.

1. Minutes of the meeting held on 9 September 2021

- 1.1 **RESOLVED:** That the minutes of the meeting held on 9 September 2021 be agreed as an accurate record of proceedings.

2. Declarations of Interest

- 2.1 It was noted that Councillor Louise Krupski was a South East London Combined Heat & Power (SELCHP) Board Member.

3. Future Lewisham: A Greener Future / Update on Lewisham's Climate Emergency Action Plan

- 3.1 Cllr Penfold introduced the item and spoke of the importance of seeing all council business through the lens of climate change and of the efforts being made to make the borough carbon neutral by 2030.

3.2 Christopher Hammond from UK100 presented to the Committee and the following points were highlighted:

- UK100 brings together local authorities to share knowledge, collaborate, and petition the UK government on climate change using their collective power. Members pledge to play their part in the global effort to avoid the worst impacts of climate change by accelerating local delivery of Net Zero emissions of greenhouse gases.
- Key issues discussed at COP26 included coal, cars, cash and trees and it was clear that a single co-ordinated global approach was required to reduce global warming to 1.5 degrees centigrade.
- Although the declarations on coal were not as strong as hoped, there had been a clear signal to the market that coal was on its way out and the UK had significantly reduced its reliance on coal in recent years.
- On cars it had been agreed that 100% zero emission vehicle sales would be achieved in the UK by 2035.
- Cash – it was critical to support the countries that would be affected most by climate change, noting that these were often developing countries. Unfortunately the investment needed had not reached pledged levels yet.
- On trees the news was more positive and Brazil in particular had pledged significant action against deforestation.
- The challenges for both local and national government included ensuring the public recognised the need for action; ensuring stakeholders had a stake and a say; reducing the ‘green premium’ as tech gets scaled up; and learning from mistakes.

3.3 In response to questions from the Committee the following was noted:

- Whilst electric cars caused less pollution than petrol or diesel cars, they were not carbon neutral as the energy grid was not yet completely decarbonised meaning that electricity was still being generated, in part, via dirty sources. A key focus should be reducing as many unnecessary car journeys as possible, however they are made, and encouraging active travel (walking and cycling) and travel by public transport.
- Coal and burning wood remained a key energy source in many developing countries and the developed countries that had benefitted from this form of energy previously had a responsibility to help developing countries decarbonise.
- Local authorities had a unique leadership role and as well as taking action themselves should use their visible leadership to encourage their partners to take action too.
- Tackling climate change should not be seen as a fringe activity within a council but a strategic goal, with all services involved and with a strong lead from the executive management team and political leadership.
- Local authorities might wish to focus on the top three activities producing the most emissions and aim to reduce these significantly.
- Whilst progress was being made at a central government level it was not being made fast enough and was too centralised – the devolving of greater powers to local authorities would undoubtedly help speed up progress.
- UK100 was the secretariat for the All Party Parliamentary Group on Sustainable Finance, set up to help parliamentarians understand more about sustainable finance, so was in a good position to try to build political consensus for what is needed in the finance sector to reach Net Zero. It was clear that councils needed funding certainty, multi-year funding and funding rounds that were not overly competitive or complex.

- Decarbonising pension funds and other investments should be a key action for all local authorities and also something that individuals could do.
- Best or good practice was dependent on the sector. For example, Norway had recently decided to incentivise private landlords to retrofit their properties to make them more energy efficient by agreeing to pay 100% of the costs with an added 10% bonus which was an innovative, albeit controversial scheme.

3.4 Martin O'Brien introduced the officer report and highlighted the following:

- Lewisham's Climate Emergency Action Plan was published in March 2020, setting out plans to deliver on the ambition for the borough to be carbon neutral by 2030.
- There had been a 50% reduction in per capita emissions in the borough since 2005, but this had primarily been through decarbonisation of the electricity grid and the next phase of carbon reduction was significantly more challenging and personal, involving the heating of homes and travel.
- Whilst the scale of the climate crisis requires us to be ambitious and requires the council to demonstrate leadership through its own operations, the target cannot be delivered by the Council alone and it was imperative that local partners took action as well.
- The cost of delivering the ambition had been estimated as at least £1.6bn, yet the council had no new powers or substantial additional funding.
- Recent successes in relation to this agenda included (a) the Public Sector Decarbonisation Scheme project helping 7 corporate sites and 3 schools move towards being net zero ready; (b) the council's fuel poverty advice service supporting over 5,000 low income and vulnerable households; (c) Lewisham's Community Energy Fund supporting 11 local community projects, funding solar panels, lighting improvements and community engagement work; and (d) the securing of just over £5m of external funding for carbon reduction, fuel poverty and flooding projects.
- Priorities going forward included (a) retrofitting – both social and private housing; (b) ensuring the Catford Town Centre redevelopment was as sustainable as possible; (c) moving towards Net Zero Schools; and (d) communicating the climate emergency more widely through the Lewisham Climate Conversation; the Borough of Culture; and through lobbying and partnership work.

3.5 In response to questions from the Committee the following was noted:

- The limitations of Ground Source Heat Pumps and concerns over their efficacy were well known and the procurement process was used to ensure that the performance of the technology would be of the standard expected. It was key to ensure that fuel demand was reduced by making the building as energy efficient as possible (e.g. through insulation) prior to installation to reduce the cost of energy bills.
- Although active travel and public transport were always preferable to car use, car journeys could not be eliminated and therefore electric vehicles had a part to play. Improving the infrastructure available in London for electric vehicles would be important.
- The move from gas to electricity in social housing might see bills go up for struggling families and similarly the social housing stock in Lewisham was such that cavity wall insulation was generally not possible. The costs of 'going green' needed to be carefully considered and minimised wherever possible.

- There was funding for low income families in properties with an Energy Performance Certificate (EPC) rating of D, E, F or G to support retrofitting. This was available via the Fuel Poverty Advice Service.
- Unfortunately the Government voucher scheme for retrofitting had been withdrawn.
- There was sometimes a conflict between planning policy and green measures as houses in conservation areas were often prohibited from installing double or triple glazing or solar panels that were visible from the street.
- Staff Resource to pursue this agenda was an issue given the financial context, which was why ensuring officers in all services took account of the climate emergency was so important.
- Communication with residents was important and, at the request of the Sustainable Development Select Committee, advice on straightforward actions people could take had been published. The Lewisham Climate conversation built on that and the forthcoming Borough of Culture Programme was also an opportunity to further this agenda.
- The Council and Lewisham Homes had applied for £1m from the Social Housing Decarbonisation Fund to extend existing planned work of £3m in blocks in the north of the borough.

3.6 Owing to time pressures, the discussion on this item was limited to questions to officers and the invited speaker and their responses. Therefore, rather than reading out her prepared speech, Councillor Kelleher was advised to circulate it to Members of the Committee following the meeting. Councillor Ingleby also reported that he would be circulating some relevant research and articles to committee members following the meeting.

3.7 The Chair was not minded to have this topic on the agenda for every Overview and Scrutiny Committee meeting. He felt strongly that this was not a matter for one committee only and wherever possible, as Councillor Krupski had previously suggested, the climate emergency should be an integral part of all scrutiny items rather than being a stand-alone item. He suggested that tackling climate change was a matter for the whole council, with a role for every service, and that this was why Councillor Penfold would be recommending that all select committees should consider how the agenda relates to the services and policies they scrutinise and appoint a climate change champion to ensure this.

3.7 Councillor Penfold summed up discussions and suggested three recommendations which were agreed by the Committee.

3.8 **RESOLVED:** That

1. Each select committee should appoint a climate change champion to ensure that (a) the annual work programme takes climate change matters into account; and (b) officers are given appropriate steers in relation to the reports for specific items, to ensure they include relevant climate change considerations.
2. Planning Members receive training on the interaction between the climate emergency and the planning process.
3. There is an annual all-member briefing on the climate emergency covering the action taken and action planned by

the council and partners - and information on any constraints and challenges.

4. Update on Improving the Resident Experience

- 4.1 Councillor Walsh introduced the item, followed by Atika Mohammed. It was noted that the ideas generated via the session for Members with Lou Downe, a service design expert, and the four member workshops, would be taken forward as part of the resident experience programme. Members were thanked for the time and effort that they had put into working on this following the last committee meeting. Councillor Kevin Bonavia, as the relevant Cabinet Member, echoed this thanks and reiterated that a fit for purpose casework system would be developed as part of the programme. Murray James reported that there was no technical impediment to staff not being able to clear their voicemail inboxes and that instructions on how to do this would be re-circulated to all staff.
- 4.2 **RESOLVED:** That (a) the update be noted; (b) officers working on the Resident Experience Programme keep the councillors that have led on this work up to date on progress; and (c) a further update on the programme is received at the next meeting.

The meeting ended at 8.55 pm

Chair:

Date:

Agenda Item 2



Overview and Scrutiny Committee

Declarations of Interest

Date: 08 March 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Law and Governance & Elections

Outline and recommendations

Members are asked to declare any personal interest they have in any item on the agenda.

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests.

1.2. Further information on these is provided in the body of this report.

2. Recommendation

2.1. Members are asked to declare any personal interest they have in any item on the agenda.

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member’s knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member’s knowledge has a place of business or land in the borough; and
 - (b) either:
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

4. Other registerable interests

4.1 The Lewisham Member Code of Conduct requires members also to register the following interests:

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25.

5. Non registerable interests

- 5.1. Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take not part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

- 7.1. There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

- 9.1. Jeremy Chambers, Director of Law, Governance and Elections, 020 83147648, Jeremy.Chambers@lewisham.gov.uk,

Agenda Item 3



Overview and Scrutiny Committee

Report title: Future Lewisham – an economically sound future

Date: 8 March 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: John Bennett

Outline and recommendations

This report provides an overview of the priorities and work of the Council's Economy, Jobs and Partnerships service in delivering the pillar of Future Lewisham for "an economically sound future". The report highlights current and planned activities. The Committee's views are sought on the Council's emerging economic priorities and programmes.

The recommendations of this report are:

To encourage the continued development of local economic priorities to be reflected in the Council's future strategies and plans.

To endorse the proposed introduction of a new employment service, Lewisham Works, to support local unemployed residents in to work.

To welcome the commitment to an annual headcount and survey of independent and Black, Asian and Minority Ethnic owned businesses, and to encourage a focus on improving engagement and trust between these businesses and the Council.

Timeline of engagement and decision-making

Announcement of Future Lewisham priorities by the Mayor of Lewisham, 26 May 2021

Lewisham Works, Mayor and Cabinet, 9 March 2022

1. Summary

- 1.1. Overview and Scrutiny Committee have asked for a report to provide an update on plans to deliver the Mayor's Future Lewisham ambition for an economically sound future. This report details the work and plans of the Economy, Jobs and Partnership service in the Inclusive Regeneration directorate.
- 1.2. The report provides an update on the economic context; describes the work done

during the Covid-19 pandemic (Response); activities as residents and businesses moved out of lockdown (Recovery); and outlines current and planned activities which will support the local economy in the future (Renewal). The Committee's views are sought on the Council's emerging economic priorities and programmes.

2. Recommendations

- 2.1. To encourage the continued development of local economic priorities to be reflected in the Council's future strategies and plans.
- 2.2. To endorse the proposed introduction of a new employment service, Lewisham Works, to support local unemployed residents in to work.
- 2.3. To welcome the commitment to an annual headcount and survey of independent and Black, Asian and Minority Ethnic owned businesses, and to encourage a focus on improving engagement and trust between these businesses and the Council.

3. Policy Context

- 3.1. At the Council's Annual General Meeting in May 2021, the Mayor outlined the Council's priorities to support the borough's recovery from the COVID-19 pandemic. "Future Lewisham: our borough's recovery" sets out four themes at the heart of the Council's response to the impact of the pandemic. This report relates to the theme of "An economically sound future".
- 3.2. Our Corporate Strategy priority "Building an inclusive local economy" includes the following commitments:
 - *More Living Wage employers*
 - *Support to access work and to progress*
 - *High quality work and reduced inequalities*
 - *A thriving local economy*
- 3.3. The Mayor of London, Greater London Authority (GLA), London boroughs and a range of other strategic partners have jointly agreed an Economic Recovery Framework for London. The framework contains five pillars of activity – Jobs, Business, Thriving Neighbourhoods, Connected City and Global London. Within each pillar are four key issues to focus collective efforts on, with building the green economy and narrowing social, economic and health inequalities as cross-cutting themes.
- 3.4. In March 2021 the Government set out its ambition to "Build Back Better" through the pillars of infrastructure, skills, innovation, "Levelling Up" across the UK, transition to net zero and a vision for a Global Britain. The Government also launched a "Plan for Jobs" to protect, support and create jobs. Any future Government funding and investment in the economy, training and jobs will be focused on these priorities.

4. Background

- 4.1. The Covid-19 pandemic has caused some significant economic impacts for Lewisham's residents and businesses. Unemployment more than doubled at the height of the pandemic, rising from around 8,000 in January 2020 to a peak of over 20,000 in early 2021. Over the last few months unemployment has thankfully reduced but is still over 14,000 now. Unemployment rose fastest amongst younger residents, with 18-24

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year olds seeing the biggest increase in claimants from 1,300 in January 2020 to a peak of over 3,500 in March 2021, almost a three-fold increase. The number has since decreased to 1,900 which represents 8.2% of the population, higher than the overall unemployment claimant rate of 6.6%.

- 4.2. The impact of Covid-19 on businesses is more difficult to assess due to timely statistics not being available at a borough level. One key indicator which shows that businesses in Lewisham may have been resilient is the total number of enterprises in the borough. This has remained relatively stable at just over 10,000 across 2019, 2020 and 2021.
- 4.3. Prior to the Covid-19 pandemic, Lewisham had high economic activity and employment rates with a resident population better qualified than London as a whole. Almost two thirds of our resident workforce are employed in either managerial, professional or technical occupations. Median earnings of Lewisham residents are around the London average. Many of these higher skilled residents used to commute out to work in Central London. The shift to home-working during the pandemic and the expected move to “hybrid working” as restrictions ease, could mean that out-commuting is reduced in the long term and more people are working locally.
- 4.4. In the last decade the economy of London in general, and Central London in particular, grew rapidly. But the economy of Lewisham did not have the same level of growth. Whilst the number of new businesses being formed in Lewisham grew rapidly, increasing by more than 50% since 2011, much of this was due to structural changes on the nature of work with higher levels of self-employment and contract work and the growth of the gig economy.
- 4.5. Lewisham remains an economy made of very small firms with just a handful of major employers. Compared with neighbouring boroughs Lewisham has a small and declining stock of commercial floorspace. There are just 40 jobs in Lewisham for every 100 working age residents, the second lowest proportion of any London borough. Similarly Lewisham has the second lowest total number of jobs of any London borough. The majority of jobs in the borough are located in the Lewisham-Catford corridor (including the hospital) or in the north of the borough in Deptford and New Cross.
- 4.6. The economy of Lewisham is predominantly a local service sector economy, servicing the needs of its local resident population. Its largest sectors are health and education. It also has a large retail sector, although this has been affected by the decline seen nationally in high street retailing. A high proportion of jobs in Lewisham are part-time. This, combined with the overall sectoral make-up of employment in the borough, results in the output, or Gross Value Added (GVA), produced in Lewisham being comparatively low by London standards. GVA per head of population in Lewisham is just 38% of the London average.
- 4.7. Lewisham has a great number of economic assets that should enable it to thrive. We have a large number of highly skilled workers, we are located close to the huge Central London economy, and we are home to a leading UK university in Goldsmiths. Post-pandemic there is expected to be economic growth across London in sectors such as creative and digital; health and social care; hospitality; and the green economy. Lewisham is well placed to secure some of this growth providing there is a steady and growing supply of affordable commercial workspace being created across the borough.

5. Covid-19 Response

- 5.1. The Council moved quickly to respond to the economic impact of Covid-19. Over the last two years we have significantly increased our engagement with local businesses, built stronger relationships between teams within the Council and started to build new programmes and services to support residents who are out of work.

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- 5.2. One of the main routes to supporting businesses was through the provision of business grants. There have been many different business grant schemes over the last two years. In some cases the Government prescribed which businesses should receive support (generally linked to Business Rate classifications) and for others it was left to the discretion of the Council. Since March 2020 the Council has given out over £76m in over 14,000 grants to businesses.
- 5.3. Some business grant programmes are still available now. This includes grants for businesses affected by the impact of the Omicron variant (generally hospitality, leisure and their supply chains) as well as grants for businesses to engage with and contribute to the Borough of Culture programme.
- 5.4. A cross-council team was mobilised to support business during the pandemic. This included representatives from the Economy, Jobs and Partnerships service along with Business Rates, Environmental Health, Licensing, Planning, Regeneration and Communications. One of the activities which this group directed were the visits to businesses. The Council was required to enforce restrictions on business trading which the Government introduced (e.g. closure of non-essential retail, social distancing) so officers from Environmental Health and Licensing team were visiting businesses across the borough. In total over 21,000 business visits were conducted during the pandemic. Rather than just providing enforcement messages, the team also provided proactive signposting to grants and other support which was available, and distributed thousands of packs containing information and resources to support safer re-opening.
- 5.5. Recognising that the Council had limited relationships with businesses at the start of the pandemic, new routes were established to engage and communicate with businesses. Two of the main changes were: firstly, the introduction of a fortnightly business newsletter email which is now received by over 4,000 subscribers; secondly, the Lewisham Backs Business Task Group. This group is chaired by the Cabinet Member for Business and Community Wealth Building and includes representatives from the South East London Chamber of Commerce, Federation of Small Business (FSB), Goldsmiths University of London, Lewisham College and the Department for Work and Pensions (DWP). The group provides a forum to discuss strategic issues relating to the economy and labour market and for the Council to receive feedback and insight from partners. The group was meeting monthly at the height of the pandemic and now meets every two months. The relationship with the Chamber of Commerce and FSB has been useful in helping provide the Council with an alternative channel to communicate with businesses.
- 5.6. Following a commitment made by the Mayor, in 2021 a headcount and survey was conducted on the 10 main high streets and town centres in the borough. The aim was to identify the number of independent and Black, Asian and Minority Ethnic owned businesses in the borough, as well as to get feedback on business resilience and concerns coming out of the pandemic. The fieldwork and analysis was conducted by London South Bank University in summer 2021 and the findings were published in October. Lewisham was the first local authority in the country to conduct such a headcount and survey.
- 5.7. The results showed that 70% of the business on our high streets are independent. Two thirds of the independent businesses are owned by Black, Asian and Minority Ethnic entrepreneurs. Our high streets benefit from the richness of our ethnically diverse independent businesses. Many businesses were concerned about levels of footfall and were keen to trade their way through any financial challenges. The survey also showed that Black, Asian and Minority Ethnic business owners were less aware of Council-led business support initiatives and had more limited contact with the Council. We are taking immediate steps to address this including conducting more in-person visits to businesses to promote any grants or support available, and to hear what further support those businesses would like. We are also providing subsidised membership of

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the FSB and Chamber of Commerce to encourage more businesses to get involved in these peer networks and the support available. Further detail on the current business support programmes are outlined in section 6.

6. Recovery

- 6.1. As lockdowns and restrictions eased, the Council provided support to individual businesses and our town centres and high streets to enable them to re-open safely and successfully.
- 6.2. Using the Welcome Back Fund (European Regional Development Fund provided by the Government) the Council ran a “Shop Safe, Shop Local” campaign aimed at residents, visitors and businesses. The campaign included advertisements promoting local shopping in publications such as Lewisham Life and Lewisham Ledger; adverts at bus stops; and lamp post banners. Businesses also received packs which included the latest advice on social distancing, floor stickers and posters; plus tote bags which could be used to give out to customers. Alongside these, messages about shopping local were also included in business newsletters, resident newsletters and through social media channels.
- 6.3. Recognising that community organisations and business groups were well placed to deliver projects to help promote and animate high streets, a Town Centre Small Grants Fund was launched using the Welcome Back Fund. This provided up to £2,500 to projects that would help attract people to town centres and high streets. In total 22 projects were awarded funding, with good geographic spread across the borough. Details of all the funded projects were announced through a news article on the Council website.
- 6.4. Alongside this, a further 17 projects have been funded through a similar grant programme “Creative Happenings”. This grants scheme was funded through the Creative Enterprise Zone (CEZ), a Mayor of London initiative which is focussed on supporting local digital and creative sectors. Creative Happenings supports local creatives, including freelancers, who have been impacted by national and local COVID-19 restrictions, with projects commissioned in the current New Cross and Deptford CEZ as well as in emerging creative clusters in other parts of the borough including Catford, Lewisham Central, Brockley and Forest Hill.
- 6.5. Based on the feedback from the High Street Study and from the experience of administering the business grants, it was evident that targeted support is needed for some local businesses to ensure they are resilient and able to take advantage of local opportunities. The Council has therefore put in place a broad programme of business support provided by a number of providers.

Grant/Business Support title	Grant/Business Support Description	Eligibility
We are Lewisham Borough of Culture Grants and Advisory Service	A range of support, including grants of up to £2,500, to help high street businesses embrace We Are Lewisham, the 2022 Borough of Culture programme, and maximise all the opportunities for increased trade it will bring. Provided by Goldsmiths University of London.	High street, independent small and medium-sized businesses; available to September 2022

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Business Resilience Grants and Support	A range of support, including grants of up to £2,500, for small and medium-sized businesses with growth potential and looking to become more resilient. Includes help with financial planning, marketing and digital opportunities. Provided by Goldsmiths University of London.	Small and medium-sized businesses; available to September 2022
Ready to Supply	Support for local suppliers to bid for public sector and construction projects including, guidance from a dedicated business advisory team, capacity-building workshops, webinars and events. Provided by East London Business Partnership.	Small and medium sized businesses; available to September 2022
Free membership of the Federation of Small Business	Free membership to businesses which provide access to a wide range of benefits – from products, services, advice and to resources and tools to help businesses grow and save money.	Small and medium-sized businesses focussing on those from an ethnically diverse background and based on the high street; available to June 2022
Free membership of the South East London Chamber of Commerce	Free membership to businesses which provide access to a wide range of benefits – from products, services, advice and to resources and tools to help businesses grow and save money.	Small and medium-sized businesses focussing on those from an ethnically diverse background and based on the high street; available to June 2022
Engagement and business advice for Black-owned businesses	Engagement with Black-owned businesses to share information about the support which is currently available; provide qualitative insight to the Council about further support which might be required; and to provide 1-1 advice and peer support to Black-owned businesses. Provider being finalised, subject to contract.	Independent Black-owned businesses, focusing on small businesses; available to September 2022
Creative Enterprise Zone projects	Business advice and workshops for freelance dancers; subsidised desk and studio space.	Local creative businesses including the self-employed and freelancers; available to July 2022.

Lewisham Deal

- 6.6. The Lewisham Deal is a common commitment by local public sector institutions to promoting inclusive growth in the borough. Based on the principles of community

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wealth building, the Lewisham Deal seeks to ensure we build an economy that works for everyone in the borough.

6.7. The anchor institutions involved in the Lewisham Deal are:

- *Lewisham Council*
- *Goldsmiths, University of London*
- *Lewisham and Greenwich NHS Trust*
- *Lewisham College*
- *Lewisham Homes*
- *Phoenix Community Housing*

6.8. Lewisham Deal partners have made shared commitments on six priorities:

- *Apprenticeships*
- *Local procurement*
- *Information, advice and guidance*
- *London Living Wage*
- *Progression of Black, Asian and Minority Ethnic staff*
- *Climate Emergency*

6.9. A number of these are particularly relevant to this report. Through the Local Procurement workstream the partners are committed to making more contract opportunities available to local small and medium sized enterprises (SMEs). To enable this an annual Meet The Buyer event is held in the autumn where all of the Lewisham Deal partners promote upcoming contract opportunities and explain how local businesses can access contract opportunities. The most recent Meet The Buyer event took place in November 2021 and was attended by over 100 businesses. The Ready to Supply support mentioned in 6.5 is also connected to this workstream.

6.10. The Council takes a leading role in promoting the London Living Wage to local employers. This includes ongoing communications activity, particularly during Living Wage Week in November; targeted engagement with specific employers; ensuring LLW is embedded in all council contracts; and providing a Business Rate discount to employers who become newly accredited by the Living Wage Foundation. The number of accredited employers in Lewisham is now 85, compared to 47 in 2018.

Jobs, apprenticeships and training

6.11. Prior to Covid there was a focus on seeking to secure jobs, apprenticeships and contracts for local businesses arising from new major developments in the borough through the Local Labour and Business Scheme (LLBS). In 2020/21 the LLBS achieved 23 job or apprenticeship starts and secured £1.9m in contracts for local businesses.

6.12. The Council has had a strong track record in delivering apprenticeships for local residents. The Corporate Strategy includes a commitment to achieve 250 apprenticeship starts through the Mayor's Apprenticeship Programme 2018-2022. In the last two years 142 apprenticeship starts have been achieved, taking the cumulative total to 237 out of the 250 target. The target is on track to be achieved by the end of March 2022.

6.13. To respond to the significant increase in youth unemployment, the Council worked with local partners at Jobcentre Plus (JCP) to create a new youth employment hub. This

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operated from a space in Catford Town Hall as well as at community outreach locations around the borough. The Council has directly employed two youth employment and training advisers and an employer engagement officer. So far they have supported over 120 young people, mainly those with more barriers to getting in to work, and over 40 have already been supported to get a job. Our youth employment hub is now co-located with the Bank of Things and Young Mayor's team in Unit 19 at Lewisham Shopping Centre.

- 6.14. Also reflecting the increase in youth unemployment, the Government launched the Kickstart scheme. This aimed to provide six month paid work placements for unemployed 16-24 year olds. For each placement the Government provided funding equivalent to 25 hours per week at National Minimum Wage plus a payment to support employability and management. We encouraged local employers to create placements and they were able to either directly bid to the DWP or approach the Council to be part of a wider bid (administered by Lambeth Council on behalf of Lewisham, Lambeth and Southwark Councils). We also created Kickstart placements within the Council, creating 40 placements. As the Council is an accredited Living Wage employer, additional council funding was put towards the scheme to ensure that the young people received the London Living Wage.

7. Renewal

- 7.1. We have produced a framework which will guide the work of the Economy, Jobs and Partnership service over the coming months and provides shape to achieving the ambition for An Economically Sound Future. This has been discussed with Cabinet Members but has not yet been formally adopted as Council policy. The start of the new Mayoral term could provide a good opportunity to agree the detail of local economic priorities through a new plan or strategy. The current framework has four objectives, each of which has three priorities:

- *More local jobs*
 - *Growth from existing employers*
 - *Attracting new employers*
 - *Start-ups and scale-ups*
- *Increased local spending*
 - *Footfall and spend in town centres*
 - *Visitor economy*
 - *Local supply chains*
- *Strong partnerships and infrastructure*
 - *Transport and digital connectivity*
 - *Community involvement*
 - *Available and affordable workspace*
- *Tackle unemployment and inequalities*
 - *Youth employment and training*
 - *All-age training and job brokerage*
 - *Living Wage and in-work progression*

- 7.2. Much of the work outlined in section 6 will continue and already contributes to our local framework for An Economically Sound Future. This includes programmes on

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apprenticeships; youth employment and the hub in Unit 19; the Local Labour and Business Scheme; Lewisham Deal including work to support the London Living Wage and increased local procurement; business advice and engagement; and the annual headcount and survey of independent and Black, Asian and Minority Ethnic owned businesses. However, it is recognised that we will need to do more to achieve the priorities outlined above.

More local jobs

7.3. The borough is well placed to see growth in the creative industries, building on the significant cluster of businesses, institutions and freelancers who already present here. In 2018 the Mayor of London designated Deptford and New Cross as one of six Creative Enterprise Zones (CEZ), out of applications from 25 boroughs. Sadly two years of the CEZ programme have coincided with the Covid-19 pandemic which has restricted some of the connections and networks which would have sought to be built. Nonetheless, a number of positive outcomes have been achieved:

- *Created 86 new affordable artists' studios at Second Floor Studios in Deptford, development facilitated through the Council's S106 planning requirement and funded by the GLA's Good Growth Fund.*
- *Securing £500,000 to support 125 young Lewisham residents into employment, training and mentoring opportunities in the creative and digital industries through the Inspire Lewisham programme, led by Goldsmiths University. This aims to improve diversity in the creative industries, focussing on providing placements for women, disabled people and residents from Black, Asian and Minority Ethnic backgrounds. Training is available to develop skills in media, 3D-scanning and virtual reality. The programme will also work with local employers to support them in delivering training placements for residents, particularly those from under-represented groups which have been disproportionately affected by the economic impact of COVID-19.*
- *Delivering the Creative Happenings programme, outlined in 6.4, as well as other events including Creative Crawl (part of London Design Festival, tour by 70 delegates around venues in Deptford showcasing local artists), Creative Talks and Brown Jewels exhibition.*
- *Set up the Shapes Lewisham website, a platform for creative businesses and freelancers to interact, collaborate and advertise jobs and contract opportunities. Currently around 265 creatives profiles with over 4,500 social media followers.*
- *Seeking designation of the CEZ in the draft Local Plan, plus an affordable workspace policy to create additional spaces in new developments.*
- *Affordable Workspace Accreditation Scheme Pilot saw one workspace become accredited but Covid paused further rollout.*

7.4. The initial accreditation of the CEZ and the associated work programme finished in December 2021. Re-accreditation has been sought for a further three years. The GLA have approved this and a new agreements is being finalised. There are significant links between the CEZ programme and Borough of Culture (BoC), and this work will play an important part in the legacy of BoC. The commitments made for the re-accreditation of our CEZ include:

- *Capital development at Cockpit Arts, funded by the GLA Good Growth Fund and Stride London programme (total £2.3m), creating new artist studios plus a café and training space, with over 1,400m² of new space.*
- *Delivery of Climate Home by The Albany, a temporary, sustainable space, co-designed, built and led by young people. It will provide a range of professional experience, employment, training and leadership skills focusing on involving everyone*

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in the climate justice movement.

- *Identifying vacant spaces and properties in the CEZ and working with partners, landlords and creatives to bring them back in to active use.*
- *Creating an Affordable Workspace Action Plan to protect and create affordable workspaces in the CEZ.*
- *Consider the use of Article 4 Directions to limit permitted development rights from commercial to residential use in order to limit the loss of commercial workspace.*
- *Activities to inspire and upskill local residents, including targeted work in schools and with young people, to be able to pursue careers in the creative industries.*
- *Continued delivery of the Shapes Lewisham platform, alongside new events and activities to provide opportunities for businesses and freelancers to network, provide peer support and amplify their collective impact.*
- *Creation of a Community Representative Board to guide and shape existing and future plans for the CEZ, ensuring a range of voices are heard.*

7.5. Alongside the creative sector, the green economy is expected to see growth in the coming years. The total number of green jobs in Central London is projected to rise from 147,000 in 2020 to 335,000 in 2030 and 732,000 in 2050. The four sub-sectors which are forecast to account for over 90% of Central London's total number of green jobs by 2050 are:

- *Green Finance (382,500), representing 52.3% of total green jobs.*
- *Power (119,800), representing 16.4% of total green jobs.*
- *Low Carbon Transport (85,900), representing 11.7% of total green jobs.*
- *Homes and Buildings (80,000), representing 10.9% of total green jobs.*

7.6. In addition to the jobs that will be created by the transition to Net Zero, there will be many jobs lost in carbon-intensive industries. However, it is estimated there will still be a positive impact on overall employment in Central London due to the shift to net zero, with an increase of around 25,000 jobs in 2030.

7.7. Employers will need to work effectively with education and training providers to help shape skills provision so that a pipeline of skilled individuals is available to support delivery plans for net zero and other environmental goals, including reskilling opportunities for existing workers. This needs to be supported by careers information, advice and guidance to promote opportunities in green sectors to learners and increase progression rates to employment within green sectors.

7.8. The Council is working closely with Lambeth and Southwark Councils through the Better Placed Partnership to plan for opportunities arising from the green economy. One immediate example is that it has recently been announced that London South Bank University (LSBU) has been successful in securing funding and accreditation from the GLA for a Mayor's Academy Hub for green skills. The hub will bring together employers, training providers (including Lewisham College) and Councils across Lewisham, Lambeth and Southwark. Together we will create new qualifications and routes between training providers; offer apprenticeships and work placements; and support residents to secure long-term jobs.

7.9. Whilst work is already underway to secure jobs during the construction of major developments (6.11), a greater focus will also be placed on ensuring the jobs created in the commercial space of new developments are secured by local people. The services outlined in 7.23 will provide a mechanism for this. Major developments provide an opportunity to ensure the borough has a more diverse commercial offer which reflect the demands of our residents.

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Increased local spending

- 7.10. To attract footfall and spending to our town centres and high streets, both from local residents and from visitors to the borough, it is vital that places feel vibrant and attractive. Some of that will be delivered through programmes to improve the public environment, curate cultural activities or administer existing street markets. As these are not delivered by the Economy, Jobs and Partnerships service they are not covered by this report.
- 7.11. A number of activities are outlined in 6.2 and 6.3 of this report. There are several longer-term plans which will build on this work to provide greater support to our town centres.
- 7.12. Lewisham town centre is recognised in our Local Plan as a major town centre with aspirations to become a metropolitan town centre. Whilst there is a good retail offer and thriving street market in Lewisham town centre, the leisure and cultural offer is less abundant, and the evening and night time economy offer is limited. Currently there isn't a Business Improvement District (BID) in Lewisham town centre, nor does there appear to currently be appetite for such.
- 7.13. However, we recognise the need to bring partners together to coordinate existing activities and to agree a collective vision for the future of the town centre. The Council was successful in securing £20,000 in funding from the GLA to set up a new partnership for the town centre. The partnership brings together the Council; other public services like the Police and TfL; Landsec, owner of Lewisham Shopping Centre; community organisations including Circle Collective and Lewisham Pensioners' Forum; educational institutions Lewisham College and Goldsmiths University; Migration Museum; and Lewisham Local. This partnership will not be through a single board or hierarchical governance structure which is created. Instead we are forming a more dynamic and agile partnership which establishes strong connections between different stakeholders, focused on specific place-based projects and interventions.
- 7.14. The new partnership met for the first time in November 2021. The meeting heard feedback from young people about the town centre which had been facilitated by Circle Collective. Together the partnership looked at some of the strengths and challenges for the town centre. Strengths included diversity, culture, transport links, housing growth and the street market. Challenges included the lack of a clear identity and marketing for the town centre, a need for safe spaces, and the potential of the evening economy.
- 7.15. In the coming months we will work with the partnership and the wider community (both residents and businesses) to develop a joint vision and plan for the future, outlining our collective ambition for the town centre and the activities needed to deliver this.
- 7.16. In 2019 the Council adopted an Evening and Night Time Vision. This provides an overarching framework to support the development of a safe and thriving evening and night time economy (ENTE) in the borough. Recognising that each of the town centres in the borough has its own unique characteristics and strengths, ENTE action plans for each of the main town centres and high streets will be produced in the coming year. These will need to include engagement with local residents, businesses and Councillors to ensure they reflect local objectives within the context of the borough-wide vision.
- 7.17. Being London Borough of Culture 2022 presents many opportunities for town centres to benefit from an increase in visitors coming to see different events. But beyond this year we are keen to ensure that residents and visitors are more aware of the cultural attractions and opportunities available in the borough. As such a new cultural map of the borough is in development which will showcase events and facilities. The map will be publicly accessible through the council, Shapes Lewisham and Borough of Culture websites.

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Strong partnerships and infrastructure

- 7.18. Infrastructure is a key enabler of inclusive economic growth opportunities. The priorities for Lewisham are well established: Lewisham Station interchange, the A205 alignment in Catford and the opportunity presented by the Bakerloo Line extension. The accessibility of our cycling and walking infrastructure and the quality and resilience of our green infrastructure are also significant local infrastructure priorities. These are all key influences that attract investment to the borough.
- 7.19. Responsibility for many of the programmes and activities in this priority sits with other services within the Council such as the Transport team. However, officers from Economy, Jobs and Partnerships will seek to engage with colleagues and external partners wherever possible to ensure close alignment with our economic priorities and so that any economic opportunities can be made available locally.
- 7.20. Community involvement in economic development is essential to ensure that projects are responsive to local need and aspirations. Wherever possible the default is to work in partnership with communities and local organisations to design and deliver projects. Commitment to this principle was evident in the motion passed by Council in July 2021 on Unlocking the Potential of Local High Streets. Examples include the Creative Enterprise Zone and Lewisham town centre partnership.
- 7.21. Many of the workspace activities are outlined in 7.2 and 7.3. Alongside this the Council has commissioned a study to look specifically at Catford town centre and the types of workspace which might be required in the future. To do so the study will look at the sectors and sub-sectors which could grow in the town centre; identify existing properties which may be suitable; and make recommendations about future workspace requirements which may be sought from new developments.
- 7.22. One of the issues businesses contact the Council about most frequently is in searching for workspaces and premises, including enquiries about availability of council-owned properties. Whilst links are provided to relevant adverts or letting agents, there may be a need for the Council to become more actively involved in helping to promote local premises and workspaces. This will be explored in the coming months to ensure that any involvement by the Council does not duplicate existing commercial activities or websites, but helps to ensure that vacant properties are actively occupied. This may include looking at spaces which are under-used, as well as those which are vacant. Looking at opportunities for commercial letting is one of the options considered in the Council's strategic review of assets, responding to the need for access to space at various affordability thresholds..

Tackle unemployment and inequalities

- 7.23. On 9 March Mayor and Cabinet are being asked to consider a proposal to establish a new service, Lewisham Works. This will provide an all-age employment support offer to Lewisham residents. The Council will provide a 'single front door' where residents seeking employment support will be directed to the most appropriate support or be supported directly by an in-house team of advisers. At present, there are gaps in the support available to residents – particularly for those who are unemployed but unable to claim unemployment support (such as Universal Credit).
- 7.24. There are also deep, historic inequalities facing residents in the labour market regardless of Covid-19 impact. The ethnicity employment gap remains around 11% (the gap in employment rate between white residents and residents from a Black, Asian or Minority Ethnic background). The disability employment gap in London is 46.5%. In 2019, Lewisham had the highest rate of 18-24 year olds not in employment, education or training (NEET) rate for any London borough at 20%, rising to 34% for those with few/no qualifications.

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- 7.25. Lewisham Works will support residents to overcome these challenges through holistic 1:1 coaching; training and skills support; support to find work and sustain employment. This is commonly known as a 'job brokerage' service. Lewisham Works will also support local employers with a recruitment service, improving the link between residents and local jobs. The proposed delivery model would see Lewisham Council establish a resident-facing service in the Old Town Hall in Catford, complemented by hubs such as Lewisham Shopping Centre (Youth Hub provision) and 'job clubs' in libraries and other locations in the borough.
- 7.26. The introduction of Lewisham Works will see the Council play a far more active role in tackling local employment inequalities and challenges. The service will work at the centre of the local employment and skill support system, improving resident access and maximising support available to residents. Pockets of support are delivered by dozens of providers and charities in the borough, as well as main partners like Lewisham College and Adult Learning Lewisham. There are also large programmes funded by the DWP including Central London Works (Work and Health Programme) and Job Entry Targeted Support (JETS). This active role in the local system will allow the Council to better address weakness and gaps in the support available to residents.
- 7.27. The new service will initially be funded by a grant of just over £750,000 of European Social Fund (ESF). The funding has been secured through Central London Forward (CLF), and this programme will be delivered in a joined up way across the 12 Central London Boroughs and the City of London. The programme will commence in early 2022 and run until June 2023. This will fund a team of advisers who will provide up to six months of pre-employment support to residents followed by up to six months of in-work progression support once a resident has started employment. The grant also provides flexible funding to support individual needs. For example, the Council will be able to pre-pay childcare for parents, before their first paycheck, to remove the childcare cost barriers facing low-income residents. Since the programme is delivered across CLF, the Council will be able to access jobs secured by the City of London and elsewhere, beneficial to Lewisham where local job availability is far lower than in Central London.
- 7.28. The programme is incredibly broad, supporting unemployed residents regardless of their benefit status or how ready they are to work. The Council can support up to 750 residents through this programme – providing significant capacity. The programme also has individual targets to support lone parents, Black, Asian and Minority Ethnic residents, over-50s, individuals with disabilities and those without essential English and maths skills.
- 7.29. The ESF funding is well timed. This will allow us to kickstart Lewisham Works with more capacity than would otherwise be possible without the grant. It also provides individual resident support otherwise unfunded in the local system. Connecting Communities also allows us to develop an effective delivery model for Lewisham Works which, if successful, we will seek to continue in the longer term. To do so the Council will need to secure further external funding (such as the upcoming UK Shared Prosperity Fund) or use resources such as Section 106 obligations.

8. Financial implications

The service has secured various types of external grant funding to cover the costs of the programmes outlined in this report. Any additional costs have been and are being funded from the service's allocated revenue budget. There are no additional funding pressures arising from this report.

9. Legal implications

- 9.1. There are no specific legal implications arising from the report. (A separate report has been prepared to go to Mayor and Cabinet on 9 March 2022 asking that Mayor and Cabinet agree to establishing the Council-delivered 'Lewisham Works' all age employment service).
- 9.2. Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.
- 9.3. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.4. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- *eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.*
 - *advance equality of opportunity between people who share a protected characteristic and those who do not.*
 - *foster good relations between people who share a protected characteristic and those who do not.*
- 9.5. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above.
- 9.6. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

10. Equalities implications

- 10.1. Equalities implications have been included when outlining specific programmes. For example, the proposed Lewisham Works service will support the tackling of ethnicity and disability employment gaps by providing focused support for a number of different groups including lone parents, Black, Asian and Minority Ethnic residents, over-50s, individuals with disabilities and those without essential English and maths skills.
- 10.2. The Council is also committed to continuing on an annual basis the headcount and survey of independent and Black, Asian and Minority Ethnic owned businesses which began in 2021. As well as understanding local business demographics, this will also be vital in tracking whether the issues raised in the 2021 survey are being addressed.

11. Climate change and environmental implications

- 11.1. Achieving net zero carbon emissions by 2030 cannot be achieved without the skilled workforce to decarbonise the economy. The initial focus will be on skills for construction and retrofit. The activities outlined in paragraphs 7.5 to 7.8 outline the context for these implications. The new Lewisham Works employment service will provide a direct opportunity for the Council to work with local residents and support them to move in to jobs in the green economy.

12. Crime and disorder implications

- 12.1. There are no direct crime and disorder implications arising from this report. Well paid and secure employment has been demonstrated to be a positive factor in preventing offending.

13. Health and wellbeing implications

- 13.1. There are no direct health and wellbeing implications arising from this report. As above, well paid and secure employment has been demonstrated to be a factor in contributing to positive health and wellbeing outcomes.

14. Background papers

- 14.1. [Cockpit Arts Deptford Redevelopment](#), Mayor and Cabinet, 14/09/2021
- 14.2. [Unlocking the potential of local high streets](#), motion at Council, 21/07/2021
- 14.3. [Economy and Partnerships](#), Sustainable Development Select Committee, 11/09/2019

15. Glossary

Term	Definition
CEZ (Creative Enterprise Zone)	An initiative from the Mayor of London to designate areas where artists and creative businesses can find permanent affordable space to work; are supported to start-up and grow; and where local people are helped to learn creative sector skills and access pathways to employment.
ESF (European Social Fund)	This is a grant Councils and other agencies can apply to for money to run employment and skills projects. It is administrated by the Greater London Authority (Mayor of London)
GLA (Greater London Authority)	The regional governance body for London led by the Mayor of London. Also known as "City Hall", it has responsibility for some essential public services including Transport for London, the Police and economic planning.

16. Report author(s) and contact

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- 16.4. Comments for and on behalf of the Director of Law, Governance and HR
- 16.5. Mia Agnew (Senior Lawyer) (Ref JW) Mia.agenw@lewisham.gov.uk

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Overview & Scrutiny

Resident Experience Programme – Update & Next Steps

Date: 8 March 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Planning, Head of Insight, Transformation & OD, Head of Digital Solutions, Head of Corporate Customer Relations and Head of the Programme Management Office

Outline and recommendations

The purpose of this report is to provide Scrutiny with an update on the progress of the Resident Experience programme since their last meeting in November 2021. The Overview and Scrutiny Committee is recommended to:

- Note and provide feedback on the work undertaken to date and planned next steps for the Resident Experience programme (sections 4, 5 & 6)
- Note the specific outputs of the member casework design sprints and next steps for the review (section 7)

Timeline of engagement and decision-making

May 2021 – initial engagement with the Senior Leadership Team (SLT)

June 2021 – agreement from the Executive Management Team (EMT) to begin scoping the discovery phase of the programme

July 2021 – first Cabinet Briefing on the Resident Experience programme

September 2021 – first Overview & Scrutiny discussion on resident experience, following a call for evidence

October/November 2021 – four member-led workshops to inform the scope of the programme

November 2021 – second Overview & Scrutiny discussion on resident experience

December 2021 – meeting with core senior stakeholders to finalise the delivery approach for the discovery and design phases of the programme, with subsequent agreement to procure an external partner to support this work

January 2022 – second Cabinet Briefing on the Resident Experience programme

24th January to 4th February 2022 – first of two design sprints ('discovery') as part of the member casework review

1. Summary

- 1.1. The purpose of this report is to provide Scrutiny with an update on the progress of the Resident Experience programme since their last meeting in November 2021.

2. Recommendations

- 2.1. Scrutiny is recommended to:

- Note and provide feedback on the work undertaken to date and planned next steps for the Resident Experience programme (sections 4, 5 & 6)
- Note the specific outputs of the member casework design sprints and next steps for the review (section 7)

3. Policy context

- 3.1. The Resident Experience programme will enable all the Corporate Strategy priorities, most explicitly Open Lewisham, as well as the organisational priority of improving our resident experience (as set out in the Chief Executive's report to Full Council in February 2020). It will also support the work to deliver our Future Lewisham ambitions.

4. Background and scope

What is the resident experience programme?

- 4.1. The Resident Experience programme is an organisation-wide initiative for driving forward transformation and culture change, user-focused service design and digital innovation. It is underpinned by the Council's emerging Digital Strategy, Organisational Development Strategy and Customer Service Strategy.

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- 4.2. The ultimate aim of the programme is to improve outcomes and advance equality for all Lewisham residents by understanding their needs, listening to and learning from their experiences (both directly and through insights from our members and frontline staff) and focusing on what matters most to them.
- 4.3. Further background information can be found in Appendix B.

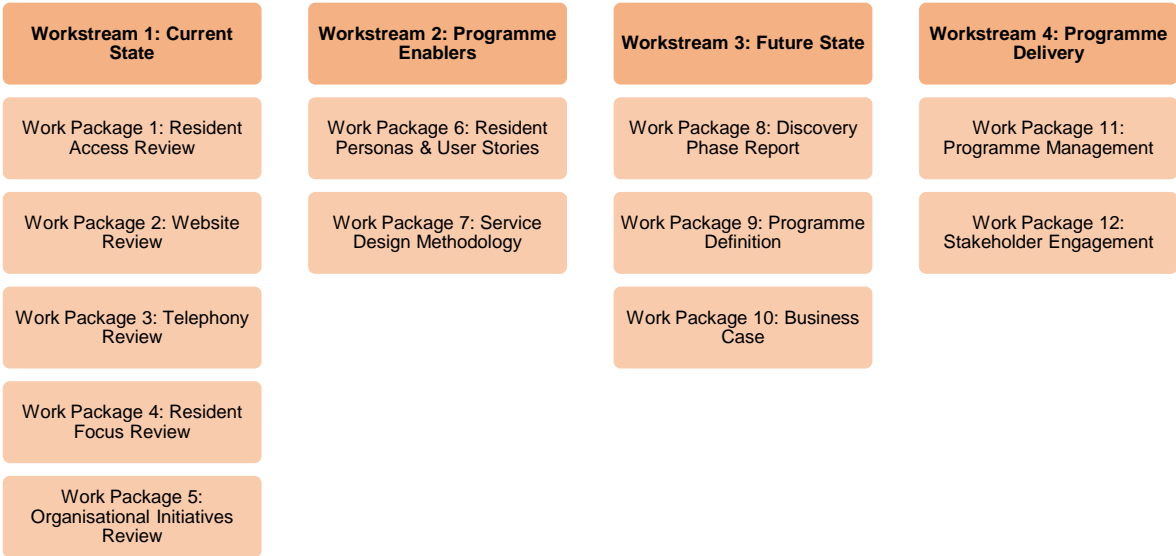
5. Programme overview: discovery and design phases

What are we intending to do?

- 5.1. The key objectives for the discovery and design phases are:
 - To understand our current position in relation to resident experience and identify opportunities for improvement (including optimising access channels, end-to-end resident journeys and delivery models)
 - To develop the organisational capacity, capability and tools for change
 - To define our future vision for resident experience and set out what we need to do collectively to achieve it

How will we deliver the work?

5.2. The above objectives will be delivered through four workstreams, with a series of work packages sitting beneath them.



- 5.3. The work packages in the first two workstreams have been specifically designed to explore the four themes identified by Members (digital inclusion/innovation, the opportunity of local, organisational culture and multi-channel approach) in more detail.
- 5.4. Specific actions identified by the Overview & Scrutiny Committee and Members in relation to the review of the Council’s automated telephone system will be taken forward as part of the Telephony Review (Work Package 3).
- 5.5. Further information on the deliverables can be found in Appendix B.

6. Work to date and next steps

What have we done so far?

6.1. Significant work has been undertaken by officers since November 2021, including:

- Defining the programme scope and workstreams (as outlined above)
- Developing detailed work packages (key activities, deliverables and timescales)
- Establishing a programme plan and OKR to manage activity across all workstreams
- Identifying and securing internal programme resources (at both operational and strategic levels)
- Delivering kick-off meetings with the programme board, workstream steering groups and programme delivery team
- Managing the procurement process for an external partner (currently awaiting detailed proposals from shortlisted suppliers)
- Initiating activity on key work packages, such as WP5 (organisational initiatives review), WP11 (programme management) and WP12 (stakeholder engagement)
- Completing the 'discovery' design sprint and planning the 'prototyping' design sprint for the member casework review (see section 7)

What happens next?

6.2. Detailed delivery plans will be developed and implemented for the three work packages referenced above (WP5, WP11 and WP12), with preparatory work (e.g. identifying data sources, engaging with services) taking place across the other work packages in the discovery phase (WP1, WP2, WP3, WP4, WP6 and WP7). Detailed delivery plans for these work packages will then be developed in collaboration with the external partner once they are appointed (it is anticipated that the procurement process will be completed and the contract awarded by mid-March 2022).

7. Member casework design sprint

7.1. Members and senior officers repeatedly raised concerns about the effectiveness of the current member casework process during programme engagement activity. At their September 2021 meeting, the Overview & Scrutiny Committee requested that officers review the process, with a particular focus on (a) the pathways and gateways for members to raise cases and (b) the digital systems used to manage casework.

7.2. Following initial work by officers in Corporate Customer Relations, a design-led approach was adopted in order to quickly identify improvements in a user-focused, agile and collaborative way. Between 24th January and 4th February 2022, officers from Insight, Transformation & OD facilitated the first of two design sprints ('discovery') with a core team of officers, including service owners, technical leads and subject matter experts from different services.

7.3. Working in this way brought with it the following benefits:

- We talked about Member casework as a collective for the first time – which gave a holistic view and understanding of the problems, process and needs
- Assumptions were tested and quickly identified where incorrect (for example, corporate complaints pull together a monthly report which is sent to departments and assumed to go to the right people in services. Service managers dealing with casework often didn't see these reports and assumed the corporate team didn't do one.)
- Quick fixes from conversation identified and resolved during the sprint (ie including the right people on the distribution of the report)
- Tested and challenged our own behaviours
- Similarities and differences in practices and expectation across different parts of

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the organisation were quickly brought to light

- A genuine no-blame, non-defensive, problem solving environment (individuals were not afraid to say they didn't know things and what this led to in practice when dealing with Member casework)
- Solid case for changing rather than personal preferences or intuition
- Flexibility and agility – being able to pivot our activities based on our findings so we are focused on achieving the outcomes

7.4. During the sprint, officers conducted research (including interviews with eight members) to understand the problem from a user perspective and documented the needs of different user groups (e.g. through the creation of user stories).

7.5. They found that the majority of issues identified could be grouped into four core areas – process, roles and responsibilities, training & communication and reporting. A range of potential solutions were then identified and assessed in terms of feasibility and impact. These will be prioritised for further development and tested with members and officers during the second design sprint ('prototyping'), which is due to begin on 28th February.

8. Financial implications

8.1. The discovery and design phases of the Resident Experience programme are being funded from corporate transformation reserves with a budget of £120,000 agreed. A proportion of this budget has been utilised to procure an external partner. The delivery phase of the programme will require additional funding, which will be identified and justified in the detailed business case produced at the end of the design phase.

8.2. More widely, the programme will drive value through supporting the Council's medium-term financial strategy, enabling cost savings and efficiencies, minimising failure demand and maximising the effectiveness of resident interactions with our services.

9. Legal implications

9.1. There may be specific legal considerations (e.g. in relation to consultation and statutory provision) as proof of concept pilots are undertaken and opportunities for improvement are further defined. These considerations will be assessed on a case-by-case basis, with input sought from appropriate officers. Additionally, there is opportunity across the programme as a whole to progress the objectives of the Equality Act and Public Sector Equality Duty (see section 8).

10. Equalities implications

10.1. Improving our resident experience is about raising standards for all residents and ensuring that their interactions with the Council are positive, supportive and empowering. We have a diverse borough and need to both take into account and design for the range of experiences and characteristics of our residents, mitigating barriers they may experience and reducing marginalisation through intelligent, inclusive design.

11. Climate change and environmental implications

11.1. The Resident Experience programme presents an opportunity to design services with the climate in mind, reducing travel requirements, printing and other high-polluting and resource intensive approaches. More environmentally friendly alternatives could be introduced where possible and appropriate, such as online appointments and digital provision of evidence.

12. Crime and disorder implications

12.1. There are no specific crime and disorder implications arising from this report.

13. Health and wellbeing implications

13.1. There are no specific health and wellbeing implications arising from this report.

14. Glossary

Term	Definition
Design sprint	A design sprint is a time-constrained process (usually 1-2 weeks) where a dedicated team explore a specific challenge or issue, design potential solutions and test them with real users.
Discovery	The discovery phase of a project, programme or initiative focuses on researching and defining the problem that needs to be solved.
Interaction	Interactions are the way in which residents engage with the services we provide, from access to outcome. It also includes the actions we take as a Council when things go wrong, such as complaints and member advocacy.
Prototyping	The prototyping phase of a project, programme or initiative focuses on quickly creating a draft version of a product or service which can be tested and refined with users.
Resident	Residents are people we serve as a Council, whether they live, work, learn in or visit the borough.
Resident experience	Resident experience is the sum of all the different interactions that a resident has with the Council and, most importantly, their perception of those interactions.
Service	A service is a set of processes and activities that the Council undertakes in order to deliver an outcome

15. Report author(s) and contact

15.1. If there are any queries about this report, please contact Rosalind Jeffrey (Strategic Transformation & OD Business Partner/Resident Experience Programme Manager) by email (rosalind.jeffrey@lewisham.gov.uk) or telephone (020 8314 7093).

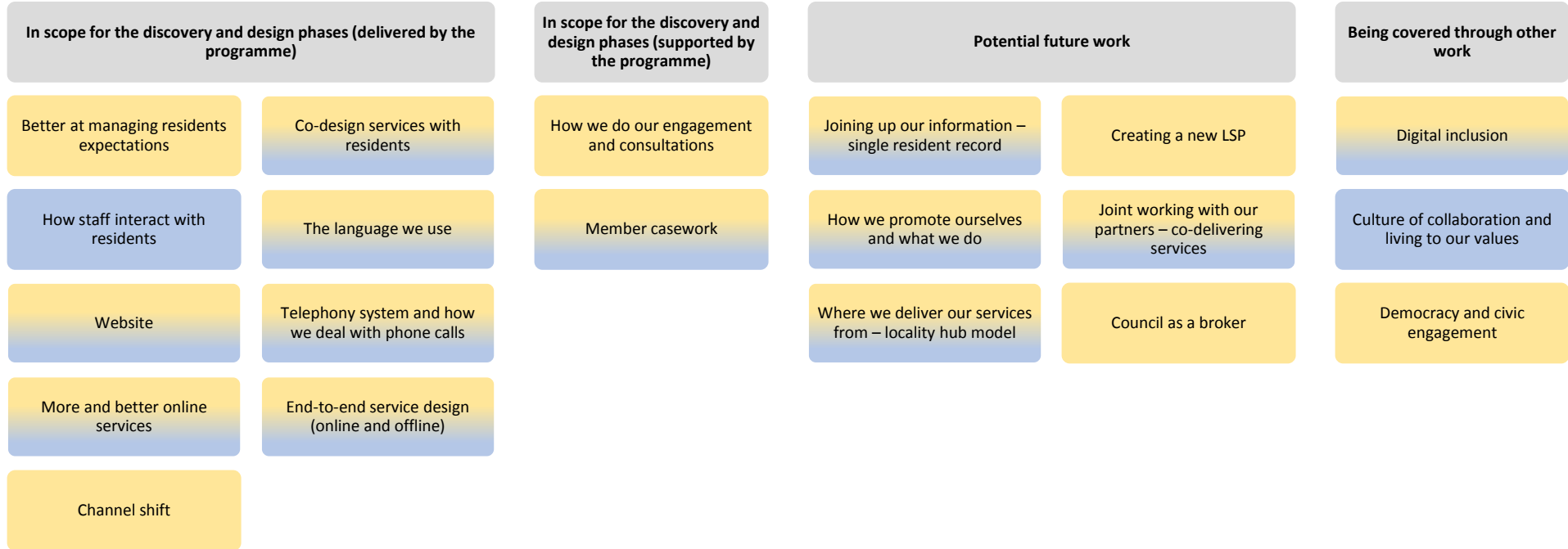
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Appendix A – Member & SLT Feedback



- Members
- SLT
- Both

Appendix B – Background information

What do we mean by ‘resident experience’?

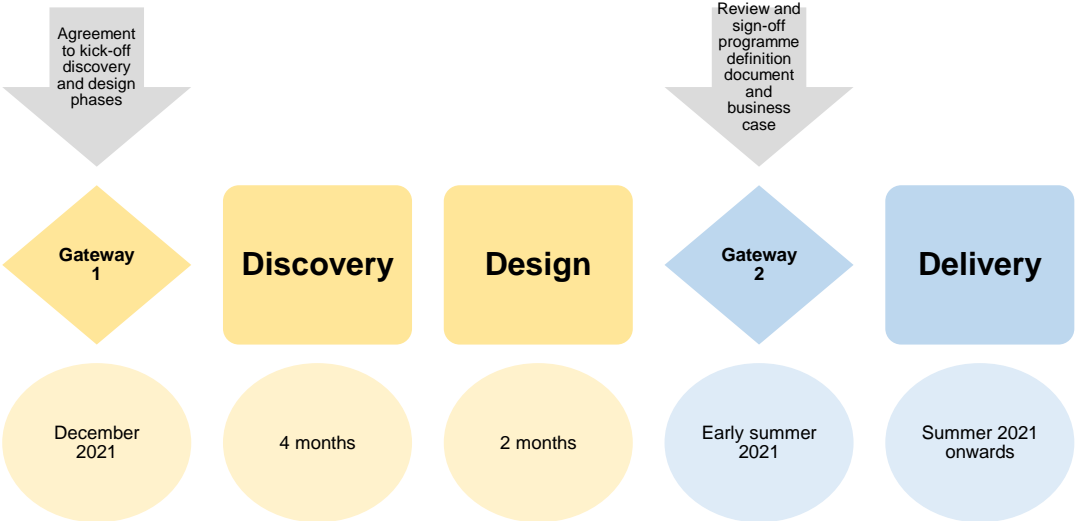
15.2. Officers have developed a set of working definitions to guide the programme:

- Residents are people we serve as a Council, whether they live, work, learn in or visit the borough
- A service is a set of processes and activities we undertake in order to deliver an outcome
- An interaction is the way that residents engage with the services we provide, from access to outcome. It also includes the actions we take when things go wrong, such as complaints and member advocacy
- Resident experience is the sum of all the different interactions that a resident has with the Council and, most importantly, their perception of those interactions

15.3. These definitions will be tested and further refined as part of ongoing programme activity.

How is the programme structured?

15.4. The diagram below provides a high-level overview of the Resident Experience programme:



15.5. Work to develop the programme has been led jointly by key service areas (IT & Digital Services, Insight, Transformation & OD, Corporate Customer Relations and the Programme Management Office). Engagement with members and SLT generated a significant amount of feedback, which was critical in shaping both the overall approach and the focus of the discovery and design phases. More information can be found in Appendix A.

15.6. An external partner will be procured to provide additional capacity and specialist skills, working in collaboration with internal resources as part of a multi-disciplinary programme delivery team.

What will be the result?

15.7. It is anticipated that the following deliverables will be produced as a result of the above activity:

Resident Access Review

- Visual representation of the current resident access model
- Detailed report outlining how each access channel currently operates, plus associated volumetric and cost data
- List of opportunities for improvement (across the organisation and within specific services)

Website Review

- Detailed report outlining key findings on how effective our website is
- List of opportunities for improvement

Telephony Review

- Detailed report outlining key findings whether our telephone offer meets residents needs
- List of opportunities for improvement

Resident Focus Review

- Detailed report outlining key findings on the resident experience when interacting with the Council
- List of opportunities for improvement (across the organisation and within specific services)

Organisational Initiatives Review

- Detailed list of all initiatives relating to resident experience
- Proposed governance and support approach

Resident Personas & User Stories

- Detailed report about resident demographics and needs
- A set of resident personas and user stories against which to test improvements

Service Design Methodology

- A set of service design principles and tools that can be applied when improving services
- Service design training packages (including skills training for project teams and 'light-touch' introductory training for wider service groups)

Discovery Phase Report

- Detailed discovery phase report bringing together all the reviews, including a prioritised list of service design opportunities

Programme Definition

- Detailed programme definition document

Business Case

- Detailed business case for the delivery phase (including costs, benefits, risks and assumptions etc)

Programme Management

- Programme and workstream OKRs
- Programme plan
- Detailed implementation plan for each work package

Stakeholder Engagement

- Communication strategy, plan and timetable for the discovery and design phases
- Proposal for resident and member engagement during the delivery phase
- Validated 'change management framework' on changing culture and behaviours

How will the work be managed?

15.8. The Chief Executive is the programme sponsor and strategic Senior Responsible Owner (SRO) for the Resident Experience programme, with the Director of Planning as the operational SRO. They are supported by four strategic leads (the Heads of Service for Digital Solutions, Insight, Transformation & OD, Corporate Customer Relations and the Programme Management Office) and a programme manager from Insight, Transformation & OD.

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15.9. The programme reports into the Strategic Change Board under which there will be programme and project level governance overseeing the different workstreams.

Member involvement

15.10. The discovery phase of the programme will provide significant opportunities for member involvement, both in terms of user research and wider engagement. Different options for formalising the role of members and residents during the delivery phase (e.g. co-production groups and advisory panels) will also be explored.

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Overview and Scrutiny Committee

Update on “A Greener Future”

Date: 08 March 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive

Outline and recommendations

This report provides an update on some of the recommendations made at the September Overview and Scrutiny Committee meeting (where a report on A Greener Future / Climate Change was considered).

Overview and Scrutiny is recommended to note, and comment on, the contents of this update.

Timeline of engagement and decision-making

The Overview and Scrutiny Committee received a report at its meeting on 30 November 2021, providing an update on delivery of Lewisham’s Climate Emergency Action Plan for the committee. The report set this in the context of wider environmental considerations and service delivery across the Council. This report provides an update on the committee’s recommendations which were made following consideration of that report.

1. Summary

1.1. At the last meeting of the full Overview and Scrutiny Committee it was agreed that:

- Each select committee should appoint a climate change champion to ensure that (a) the annual work programme takes climate change matters into account; and (b) officers are given appropriate steers in relation to the reports for specific items, to ensure they include relevant climate change considerations.
- Planning Members receive training on the interaction between the climate

emergency and the planning process.

- There is an annual all-member briefing on the climate emergency covering the action taken and action planned by the council and partners - and information on any constraints and challenges.

1.2. This paper provides an update on the implementation of these recommendations.

2. Recommendations

2.1. Overview and Scrutiny is recommended to note and comment on the contents of this update report.

3. Policy Context

3.1 Lewisham's Corporate Strategy priority 'Making Lewisham Greener' includes the following commitments relating to energy:

- We will maximise opportunities for energy efficiency in all council buildings and new developments;
- We will explore working with publicly owned not-for profit energy suppliers that do not penalise poorer residents using prepay meters.

3.2 The borough's Covid-19 recovery plan, 'Future Lewisham', has four strategic themes which support what the council wants for every single resident. One of the themes is "A Greener Future":

Our next steps will be our greenest yet, continuing our efforts to preserve our climate for future generations and ensuring everyone can enjoy the place we call home. We will capture and build on the best of what we saw from the increase in walking and cycling locally, and all the other ways our environment benefitted from behaviour changes over the last year. We will nurture and protect the place we call home so that we can continue to appreciate its benefits for generations to come.

3.3 The actions and the values of Lewisham's Climate Emergency Action Plan support delivery of outcomes across the Corporate Strategy, in particular:

- 'Tackling the housing crisis' and improved standards across all housing sectors
- 'Building an inclusive local economy' and supporting the growth of a thriving local economy
- 'Making Lewisham greener' and the increased use of environmentally friendly transport as well as better care for our local environment and planet.

3.4 The Council's values shape interactions and behaviours across the organisational hierarchy, between officers, and members, between the council and partners and between the council and residents. In delivering our duties, we are guided by the Council's four core values:

- We put service to the public first
- We respect all people and all communities
- We invest in employees
- We are open, honest, and fair in all we do.

4 Climate Change Champions

4.1 The following Climate Change Champions have been appointed by Select Committees:

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- Healthier Communities – Cllr Sophie Davis
- Safer, Stronger Communities – To be agreed
- Children and Young People – Cllr Jack Lavery
- Housing – Cllr Stephen Penfold
- Public Accounts – Cllr James Royston
- Sustainable Development – Cllr Leo Gibbons

4.2 Climate change is a cross cutting issue which affects the whole council. The Climate Change Champions will work with the Select Committee Chairs to ensure that the committee’s work encompasses this crucial agenda and supports the council in becoming a carbon neutral borough by 2030.

5 Training for Planning Members

5.1 The Committee recommended that Planning Members receive training on the interaction between the climate emergency and the planning process. The Centre for Sustainable Energy will be providing this training to planning members on 28 March 2022. The training, and the information pack that accompanies the training, will aim to cover the following, although the trainer will try to focus on what is most relevant to Lewisham:

- Carbon emissions and temperatures
- The legislative framework – carbon reduction commitments
- The legal planning framework
- Planning duties in respect of climate adaptation + mitigation
- Zero carbon standards for new Buildings – the LETI standard
- Building regulations and Building codes
- Regulated and Unregulated carbon emissions
- Embodied carbon
- Different carbon factors
- The impact of green measures on viability assessments
- Retrofitting historic buildings and issues relating to conservation areas
- Heat Networks
- Transport emissions reductions.

6 An annual all member briefing

6.1 The Committee recommended that there should be an annual all-member briefing on the climate emergency covering the action taken and action planned by the council and partners - and information on any constraints and challenges. The first briefing will take place in January 2023, then each subsequent January. The briefing has been scheduled to link into the Mayor and Cabinet reporting schedule to ensure that any comments made by members at the annual all-member briefing are taken into account when Mayor and Cabinet consider their annual climate change update in March of each year.

7 Financial implications

7.1 There are no financial implications arising directly from this report, but delivery of an ambitious programme to cut emissions across the Council’s corporate estate and the borough as a whole has potentially significant cost implications. Work undertaken to support the development of Lewisham’s Climate Emergency Action Plan estimated a minimum cost of £1.6bn over 10 years.

7.2 Lewisham Council’s funding from government has been cut by over 58% since 2013/14, while at the same time the Council has faced increased costs through

population growth, changes to government policy and other pressures including COVID19. There are no extra resources available to local authorities that declare a climate emergency and the council will need to find creative ways to find the resources needed to support this work.

8 Legal implications

- 8.1 There are no direct legal implications arising from this report. The Select Committee Climate Change Champions are informal positions where one member of the committee, with the support of the Chair, agrees to speak up in support of climate change matters when the work programme report is considered at each meeting – ensuring that when items are decided on, climate change matters are taken into account. In addition, when the reports for the next meeting are discussed, they ensure that officers are given appropriate steers by the committee so that the reports take climate change matters into account. They are informal roles so are not agreed by council and do not have terms of reference (although a committee could choose to tightly specify the role if they wish to do so).
- 8.2 Local authorities can use their own powers to take actions in relation to climate change. The relevant powers are likely to include the wide general power of competence under Section 1 of the Localism Act 2011 which allows local authorities to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power.

9 Equalities implications

- 9.1 There are no specific equalities implications arising directly from this report but it should be noted that the risks and impacts of a changing climate will not fall equally, and without action the consequences will exacerbate poverty and health inequalities globally and locally.
- 9.2 In addition, given the fundamental nature of the changes needed, there are considerable risks that the actions taken to limit carbon emissions could, in themselves, disadvantage low income and vulnerable individuals and communities. The COVID-19 pandemic is forecast to result in a 6% global decrease in energy demand in 2020, a reduction that has come at huge social and economic cost. This impact underlines that delivering on a climate agenda needs the UK Government to break the links between economic prosperity and carbon, and that locally, our strategy should be to address climate change as an issue of social justice and the focus of climate emergency actions should be on low income and vulnerable individuals and communities.
- 9.3 Further work is needed to fully identify the equalities implications of climate change for Lewisham residents.

10 Climate change and environmental implications

- 10.1 These are addressed in the body of this report.

11 Crime and disorder implications

- 11.1 There are no specific crime and disorder implications arising from this report.

12 Health and wellbeing implications

- 12.1 Lewisham's Climate Emergency Action Plan will deliver a range of health and wellbeing benefits to residents, including actions to improve air quality, increased participation in active travel as well as support for low income and vulnerable households to cut the cost of staying warm in winter.

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13 Background papers

13.1 [Report to Overview and Scrutiny on 30 November 2021](#)

14 Report author and contact

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